

# CUSTOMER BASED RESULTS AND ACCOUNTABILITY TASKFORCE WORK PLAN

---

## **STRATEGIC ISSUES**

Governor Carnahan has called for a comprehensive Workforce Development System. It will consolidate the current fragmented employment and training programs. This will improve customer focus and will lead to a system of accountable outcomes and consequences. The new Workforce Development System must have a clear relationship to the Missouri workplace.

## **DESIRED OUTCOMES**

A successful customer based results and accountability plan will result in:

- local accountability for performance outcomes;
- a positive return on investment for workforce development outcomes;
- a simple, highly responsive customer focused system;
- low administrative overhead costs through the use of automation;
- an accurate reflection of federal performance requirements;
- a decreased ratio of state government operating expenditures to Missouri personal income;
- a model to provide benchmarks to measure success and failure of local operations; and
- continuous improvements of local office operations.

## **QUESTIONS TO BE ANSWERED BY THE TASKFORCE**

### **1. How will the Public Labor Exchange be concerned with retention?**

*The possible utilization of the Public Labor Exchange in measurement of retention cannot be determined by the Customer Based Results and Accountability Taskforce at this time.*

### **2. What are customer retention requirements that should be tracked?**

*After encounter with Workforce Development Center resources, applicants should be tracked via Unemployment Insurance wage records or a comparable means at 3 month, 6 month, 9 month, 12 month, and 24 month intervals to assess the applicants progression.*

### **3. How do we create performance standards based on blending programs?**

*The standards were developed using outcome-based framework that incorporates or reflects end results of the different components of the Workforce Development System.*

### **4. What are the “tracking needs” for local One-Stop Career Centers?**

*There are three basic types of tracking needs:*

- 1) Local Management Measures that allow one-stops to maximize the effectiveness of their operations and continuously improve their services.*
- 2) The federal performance standards stipulated such as Job Training Partnership Act, Workforce Investment Act, and Wagner-Peyser, etc.*
- 3) The proposed system of measures established to gauge the effectiveness of the Workforce Development System. It is meant to be used in concert with the federal performance measures, to provide local service providers and one-stop operators the information needed to manage, as well as market their employment and training products. The measures are meant to allow for local control in capturing the data. The result should be a system that provides statewide data that allows operators to formulate*

*baselines for continuous improvement, establish benchmarks for comparison, and conduct other analysis.*

**5. What are the case management needs of the partner agencies?**

*The case management tracking needs are being addressed by the Unified Automation Taskforce and the credentialling of one-stop counselors / assessors is being addressed by the Education – Workforce Development Taskforce. However, the Customer Based Results and Accountability Taskforce acknowledges that case management decisions are best made at the local level. Case management under Workforce Investment Act will be further defined when regulations are published in February.*

**6. What local office reporting will be required?**

*Needs to be determined at the local level based on customer service needs.*

**7. What are the tracking vs. case management needs of the partners?**

*See answer to question #5.*

**8. What state reporting requirements reflect customer focus and continuous improvement?**

*The Customer Based Results and Accountability Work Plan recommendations reflect employer and job seeker customer satisfaction. The customer outcomes should encourage continuous improvement.*

**9. What input should there be of local One-Stop management participation in planning and evaluation at the state level?**

*As evident in the operations and development of the work plan, the Customer Based Results and Accountability Taskforce feels that there should be significant and ongoing participation from One-Stop Career Center personnel as well as all Workforce Investment Act partners.*

**10. How do we blend performance incentives into the Governor's Show-Me Results and program performance?**

*There should be direction from the state council as to how the Customer Based Results and Accountability Work Plan will be blended with the Show-Me Results.*

**11. Will each of the five partners track their own silo of performance in addition to the Show-Me Results?**

*Yes.*

**12. What levels of assessment needs of partners should be considered?**

*This question is not within the scope of the Customer Based Results and Accountability Taskforce.*

**13. Should costs for services, return on investments, be considered? (By local offices, by individuals, etc.)**

*This is a local decision. With the use of ITA / Vouchers for training services under Workforce Investment Act, there will be an increased emphasis on these factors for the job seeker / customer.*

**14. How should we develop a cost model for core modules of services to employers and job seekers?**

*This is a local decision.*

- 15. What basic training is needed to achieve integration requirements in local One-Stop Career Centers? (This also will apply to the employers in the new Division of Workforce Development.)**

*This is a local management decision.*

- 16. What automation efforts are needed?**

*This is being considered by the Unified Automation Taskforce. The Customer Based Results and Accountability Taskforce recommends that automated customer satisfaction surveys be developed.*

- 17. How can this automated system assist the partner agencies with performance standards? (Also questioned under the Unified Budget and Cost Allocation Taskforce Work Plan.)**

*This is being addressed by the Unified Automation Taskforce.*

- 18. What are the criteria for rewarding local operations?**

*This is beyond the scope of the Customer Based Results and Accountability Taskforce. However, the Workforce Investment Act outlines a system of incentive funds for high performers.*

- 19. What funding sources may be used to reward / sanction local area operations?**

*See answer to #18.*

- 20. What monitoring and / or technical assistance relationships will be established?**

*These relationships will need to be developed by state and local management.*

# **CUSTOMER BASED RESULTS AND ACCOUNTABILITY TASKFORCE**

## **FINAL RECOMMENDATIONS**

---

This document is a proposed system of criteria to gauge the effectiveness of the Workforce Development System. It is meant to be used in concert with performance measures mandated under Job Training Partnership Act / Workforce Investment Act and other federal programs, to provide local service providers and One-Stop Career Center operators the information needed to manage, as well as market their employment and training services. The measures are meant to allow for local control in capturing the data. The result should be a system that allows operators to formulate baselines for continuous improvement, establish benchmarks for comparison, and conduct other analysis.

### **Visibility and Market Share Effectiveness of the Workforce Development System**

All services provided to clients and employers through the Workforce Development System should be publicized by all means possible including:

- government publications;
  - Job Service Employer Committee and Employer seminars;
  - Chamber of Commerce publications / seminars; and
  - Miscellaneous public and private sources including handouts and mailings.
- 
- A public relations officer or committee should be established to maximize publicity regarding the Workforce Development System.

### **Measuring Customer Outcomes such as Employment, Skill Attainment, and Educational Achievement**

- After an encounter with Workforce Development Center resources, applicants should be tracked via Unemployment Insurance wage records or a comparable means at 3 month, 6 month, 9 month, 12 month, and 24 month intervals to assess the applicants progression.
- Customer outcomes to be measured:
  - placement / obtained employment rate;
  - job retention;
  - higher earnings;
  - time to placement;
  - public assistance savings;
  - educational achievement; and
  - skill attainment.

### **Measuring Employer Customer Satisfaction**

- Surveys may be used but should be simple and easily completed. They should be mailed on a regularly agreed upon basis to meet local and statewide needs. Electronic surveying via Internet access should also be available.
- New employers should be provided workforce development system information which could be of value to them as soon as they apply for an Unemployment Account number.

- Labor market information should be readily available to employers so as to assess their current needs as to labor and wages. A simple survey or suggestion section could be incorporated into this section.

### **Measuring Job Seeker Customer Satisfaction**

- A simple written questionnaire or when applicable an electronic questionnaire should be provided to all customers to complete. This questionnaire should ask the customer in short simple terms what outcome they are trying to achieve.
- After analysis of these questionnaires the Workforce Development Center should compare their direction with those of the applicant needs.
- Surveys should be completed on premises, mailed out, or completed electronically on an agreed upon timely basis so as to ascertain Workforce Development Center satisfaction.
- Surveys should be simple and designed to be easily computerized so as to facilitate analysis and comparison.
- A committee should be assigned to review these surveys and make recommendations to maximize efficiency and improve customer satisfaction.

### **Equity of Access for Customer Subpopulations**

- Local demographics, economic conditions, and subpopulations must be considered when setting up performance standards for each localized Workforce Development Center.
- Each Workforce Development Center should be provided at least quarterly with a report showing the number of clients served.
- Workforce Development Centers should be provided with employers in their local area.

### **Measurement of All Services Provided by Workforce Development Centers**

- Each Workforce Development Center should be measured by number of customers served, customer satisfaction, and results.
- All customers entering the Workforce Development Center need to be counted and each service provided by individual silos must be tallied.
- All electronic activity whether on or off site needs to be tallied; ie: *Missouri Works!* job orders entered, job orders viewed, obtained employments via electronic means.
  - All information provided to clients known as soft skills should be tallied by each Workforce Development Center. ie: General Equivalency Diploma preparation, counseling, proficiency testing etc. This information will be fed back to the Workforce Development Center and provided individually to each silo.
  - Economic conditions in each Labor Market Area will be considered when setting performance standards for each Workforce Development Center and when comparing Workforce Development Center statistics.
  - Population demographics in each Labor Market Area will also be considered when setting performance standards comparing one Workforce Development Center to another.